

Vision 21 Committee — Final Draft

Vision for the Town of Andover

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Vision 21 Mission Statement

The following Mission Statement was adopted by the Vision 21 Committee on June 18, 2002.

The mission of the **Andover Vision 21 Committee** is to develop a comprehensive twenty-year Vision of Andover which will provide a strategic planning guide for the town. The Vision will reflect community core values.

In addition, the Committee will provide:

- Specific strategies for reaching the Vision,
- Methods for measuring progress toward the Vision,
- A system for setting priorities, and
- A process for keeping the Vision current.

The Committee will accomplish this mission by various methods including:

- Community-wide citizen participation;
- Careful review of previous and current studies, master plans, and projections;
- Close collaboration with town officials;
- Utilizing state and regional programs that offer appropriate processes and potential funding;
- Incorporating relevant planning concepts that safeguard and enhance our resources for current and future generations; and through
- A balanced and open process that emphasizes inclusion, tolerance, pragmatism and quality.

In Appreciation

The Vision 21 Committee would like to express its sincerest appreciation:

To Lisa LaGrasse Schwarz, AICP Senior Planner, Andover Community Development and Planning, whose active participation and community planning insights were especially helpful to many Committee investigations and discussions;

To Kenneth J. Buckland, AICP Associate & Senior Planner, The Cecil Group, and his associates who guided the Committee through the public meetings, helped to create the survey, and suggested formats for the Vision;

To Maureen Hart, Cynthia Barakatt, and Susan Jones Moses who generously gave informative and provocative tutorials on concepts of community planning and development;

To Mark Racicot, Metropolitan Area Planning Commission, who initiated connections with other towns engaged in the visioning process; to members of those communities who generously shared their experiences and insights;

To Kellie Feeney for keeping reliable and accurate minutes of committee meetings; to Sandy Cassano for arranging and sometimes rearranging committee meetings; to Buzz Stapczynski, Andover Town Manager, for consistent support and encouragement;

To those who previously served on the Committee and helped to set its course; and

To citizens of Andover who attended our open meetings, completed our survey, and ably and openly articulated the values upon which this Vision is based.

Vision for the Town of Andover

As citizens of Andover, we believe that our town is an exceptionally good place to live and to raise a family¹. At the same time, we recognize powerful trends in changing land use, resource availability, evolving responsibilities and expectations, and new technology that could dramatically alter the town. We have a choice. We can simply accept how the town evolves or we can creatively manage change.

To manage change, we need to know ourselves — our values, aspirations, and the goals that we share for our community. We need a framework for decision-making that elevates the importance of these shared elements. And to evaluate progress, we need a method for measuring and tracking how Andover changes as a result of our decisions.

This Vision addresses these requirements. It identifies core values that bind us together. It proposes guidelines for analyzing and making decisions that will benefit our community now and in the future. It challenges Town officials and staff to devise indicators that show how well the town corresponds with our values. Finally, it recommends additional measures for making the Vision work.

1. Responding to the Need for a Vision

When residents are asked what attracts them to Andover and makes them want to stay, they say:

- It is a beautiful historic town, with generous and accessible expanses of open space.
- It has the character of a small town. Its downtown serves as both a commercial and community center. Small residential lots and multifamily uses lie within walking distance of the center. Moving outward, development grows less dense. On the outskirts, larger lots and more open space preserve the semi-rural character of the town and provide visual separation from adjacent communities. Industrial activity exists along the highways and boundaries of the town.
- The town is well situated, providing direct and manageable highway access to Boston and New England.
- Visionary zoning created a framework for growth that has enabled an enviable mix of residential and business development that provides a strong, stable tax base and a range of employment opportunities, while retaining an attractive residential character.
- Visionary planning² has furnished an ample supply of clean water, which offers both practical and financial benefits to the town.
- Andover is fiscally sound, providing a sense of secure investment for its homeowners and businesses.
- Highly regarded public and private schools reflect the community's commitment to education.
- A generous spirit of volunteerism influences all aspects of town activity, including governance, the schools, and community outreach, thereby enriching our community in countless ways.

Yet, as residents express widespread appreciation for Andover today — a town that reflects a mix of careful planning and serendipity — they offer differing views of how the Town should move forward. This suggests that a future consensus will best be achieved through efforts based on values held in common.

Thus, shared values become critical guideposts for our elected officials and town staff as they make decisions on our behalf. In the intensity of debate, however, attention can fall more readily to special interests, short-term demands, budget conflicts, and an unclear notion of how community values are best implemented. There are also times when our values conflict with one another.

In response to this dilemma, the Andover Strategic Planning Task Force, an ad hoc committee of the Board of Selectmen, School Committee, and Finance Committee members, recommended that the Town Manager

form a diverse and representative committee of citizen volunteers to articulate a Town Vision. Members of the Vision 21 Committee were approved by the Board of Selectmen and were given the charge to develop a comprehensive twenty-year Vision of Andover that reflects community core values and provides a strategic planning guide for the town.

Over a two and a half-year period, the Vision 21 Committee debated scope and format and how to create a truly useful Vision, reviewed similar efforts by other communities, held open public input meetings with guidance and assistance from planning consultants at The Cecil Group³, conducted a survey at Town Meeting, met in focus groups with community groups and held roundtables with town leaders, and invited experts on issues related to community and regional planning and the task of building a Vision. From all of these sources⁴, the Committee developed lists of shared values and potential strategies and used them to write this Vision.

2. Building the Vision on Shared Values

The Vision is expressed as a series of Commitments that are based on shared values. Strategies add short-term perspective, but over the longer period, it is expected that this Vision will become a basis for planning community development. To the extent that we agree, our commitments may seem obvious. That does not lessen the challenge to achieve them, for as individuals, we introduce varying levels of passion, different priorities, and unique interpretations.

Once discussed and challenged in committees, in the media, and at Town Meeting, however, this Vision will guide Andover strongly into the future.

Our shared values are listed in the table at right. Some distinguish Andover as a special place; others address fundamentals that relate to stability, security, opportunity, and effectiveness. In the next section, we will look at how we can measure and track these values.

Quality Education	Financial Stability
Open Space and Recreation	Healthy and Safe Environment
Vibrant Downtown	Management of Natural Resources
Small-Town Character	Town Services
Citizen Participation	Human Services
Historical Heritage	Transportation
Cultural Diversity	

THE VISION

As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant town that we enjoy today. At the same time, we are mindful of our current stewardship and the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future.

QUALITY EDUCATION

COMMITMENT

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities.

We will cultivate the public library as a resource for lifelong learning and enrichment and as facilitator for the flow of information throughout the community.

We will find ways to protect the quality of these institutions through fluctuating economic cycles.

STRATEGIES

- Monitor and adjust curriculum to meet changing needs.
 - Open school facilities for additional uses during non-school hours.
 - Support the library through an ongoing mix of public and private funding.
 - Seek partnerships with our thriving business and research community that enable students to hone and acquire workplace skills.
 - Strengthen regional partnerships to provide vocational learning, programs that address special needs, and enrichment.
 - Expand and improve academic and cultural programs that support lifelong learning.
-

OPEN SPACE AND RECREATION

COMMITMENT

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

STRATEGIES

- Seek funding mechanisms such as the Community Preservation Act or other state funds to assist in continued acquisition of undeveloped land according to the Open Space and Recreation Plan.
-

- Increase and improve connections among neighborhoods and small parcels through acquisition and Community Paths.
- Manage playing fields to avoid overuse and maintenance that is expensive or environmentally damaging.
- Continue multi-use planning and development of parcels such as Recreation Park that are designated for active recreation.

VIBRANT DOWNTOWN

COMMITMENT

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

STRATEGIES

- Maintain existing zoning concepts that emphasize the town center and prevent scattered strip development.
- Encourage high-usage, pedestrian friendly businesses, services, and events at street level in the town center.
- Provide adequate parking.
- Balance the need for efficient through-traffic with pedestrian safety and parking.
- Improve pedestrian paths throughout the downtown area.

SMALL-TOWN CHARACTER

COMMITMENT

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.

STRATEGIES

- Manage population growth to maintain small town character.
- Preserve coherent neighborhoods and existing development scale.
- Redevelopment should respect the style, character, and scale of the surrounding neighborhood.
- Channel density increases to existing areas or where current infrastructure will adequately support it.
- Require neighborhood impact analysis prior to approving development projects.
- Maintain the current ratio of protected open to developed space.
- Institutionalize mechanisms for anticipating and tracking the overall impact of development projects.
- Maintain a mix of housing stock that varies in style, affordability, and function⁵.

CITIZEN PARTICIPATION

COMMITMENT

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

STRATEGIES

- Promote informed citizen participation in Town governance.
- Facilitate civic volunteerism.
- Embrace the spirit of service rather than entitlement and nurture it in our children.
- Review the viability of a Town Meeting form of government periodically, as population grows.
- Track developing technologies and consider their potential application to Town needs, such as remote participation in Town Meeting and other civic events.
- Increase community involvement by using email or the Town web site to disseminate information or to gather comments on issues of Town importance.
- Post Town indicators periodically during the year to keep residents informed of progress toward Town goals and Vision.

HISTORICAL HERITAGE

COMMITMENT

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

STRATEGIES

- Establish guidelines and a process for protecting historic buildings and neighborhoods.
- Increase and maintain community awareness of our cultural, historical, and natural legacies.
- Renovate and reuse historic structures.

CULTURAL DIVERSITY

COMMITMENT

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide

opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

STRATEGIES

- Designate an ombudsman for timely and constructive response to community issues.
- Ensure a public environment — in schools and throughout the community — that welcomes and values every individual.
- Favor community facilities that accommodate a diversity of needs and that encourage interactions among all citizens.

FINANCIAL STABILITY

COMMITMENT

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means.

In making financial decisions, we will include an understanding of long-term costs and consequences⁶, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

STRATEGIES

- Maintain fiscally prudent practices in managing Town affairs.
- Institute a set of uniform standards for benefits to collective bargaining employees.
- Establish mechanisms for protecting Town operations from the ebb and flow of state financial assistance.
- Continue practices that encourage a diverse mix of clean low-impact industries.
- Seek mutually beneficial partnerships with Andover's business community for projects that enhance the resources of the Town.
- Include lifespan impact analysis in all public and private sector projects.

HEALTHY AND SAFE ENVIRONMENT

COMMITMENT

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

STRATEGIES

- Use Town policy and bylaws to protect public health. Examples include the smoking ban and the pesticide reduction policy.
- Maintain high standards of integrity and sensitivity in all interactions with the community.
- Coordinate efforts among fire, police, and community development and planning in their evolving roles in response to local, state and federal requirements for public health, fire, chemical and biological exposures, and environmental emergencies.
- Continue regional partnerships for emergency services.
- Fund public health programs that monitor air and water quality, that promote awareness of public health issues, and that link to regionalized response in public emergencies.

MANAGEMENT OF NATURAL RESOURCES

COMMITMENT

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources⁷. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

STRATEGIES

- Require environmental impact analysis for new projects in order to guide the Town toward more sustainable patterns of development.
- Encourage Town staff to lead by example — including, implementation of energy conservation and recycling in all public buildings and management of Town lands without pesticides.
- Favor actions that improve or reuse existing facilities and structures to minimize new construction and land use.
- Provide financial incentives for conserving resources, for example, graduated usage fees for water. Encourage citizens, businesses, and Town services to seek and embrace options that reduce consumption of scarce resources and hazardous chemicals
- Raise awareness of the environmental consequences of our individual actions, for example, trash incineration, fuel consumption, water and energy use, landscaping and agricultural practices.
- Encourage community-assisted agriculture⁸.

TOWN SERVICES

COMMITMENT

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to

facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

STRATEGIES

- Monitor demand for services.
- Anticipate changing needs based on demographic shifts.
- Require periodic review of service providers; seek increased efficiency and innovation to lower costs where possible.
- Borrow ideas and share successful approaches with other towns.
- Seek regional partnerships when economics and efficiency support a regional approach.
- Provide a common database across departments to facilitate cross-department reports, analysis, and decision-making.
- Maintain physical plant to avoid new capital costs.

HUMAN SERVICES

COMMITMENT

Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

STRATEGIES

- Advocate wheelchair access in public and private facilities, even where not required by law.
- Provide a vibrant program for seniors, youths, and the disabled, including social activities, exercise and recreation, and health outreach.
- Encourage connections between seniors and the schools (tutoring, friendly visitors, shared activities).
- Consider all options to fund centers that house activities for seniors and for youths.
- Provide opportunities for meaningful paid and volunteer work. Continue tax relief for seniors through community service.
- Provide information and assistance in accessing state and federal food assistance, local food banks and other food programs so that people will not go hungry.
- Mobilize resources, such as Meals on Wheels, to facilitate living at home.

TRANSPORTATION

COMMITMENT

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen

opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

STRATEGIES

- Advocate for public transit and highway access that reduces traffic in and through residential neighborhoods.
- Connect neighborhoods and schools via safe pedestrian and bicycle paths, helping to strengthen community connections, provide fitness options and lessen vehicle traffic.
- Advocate development and use of car/van pools, buses, and commuter rail.
- Insist that all new sub-developments provide meaningful pedestrian and bike paths that connect to neighboring areas.
- Support modern, efficient highway access to the main industrial districts.
- Provide transit for disabled citizens.

3. Tracking Change Relative to the Vision

The Vision provides an agenda for the future, but we are powerless to implement it if we are unable to evaluate the results of our collective actions or, more simply, to measure how Andover changes relative to our Vision. This section proposes indicators as a solution to this need.

Indicators

Like gauges on an automobile instrument panel, indicators are measurements that provide feedback that helps us to control or manage something that changes. A fever thermometer, for example, is a simple and useful indicator of personal wellness. As long as it reads 98.6°, we believe that the situation is normal. Above or below normal readings raise concern, and the discrepancy from normal may indicate what action is required and how quickly. Note that the thermometer reading by itself does not give a complete picture. Yet it performs well as an indicator by putting facts where there were only sensations or suspicions.

We can use indicators to monitor how well Andover continues to match its Vision. When indicator values are published at regular intervals, we can also see trends, perhaps even the impact of decisions that we have made as a Town.

Selecting indicators that collectively report on the Andover Vision is not a simple task. Some indicators of public health and safety and education, like crime and disease rates and standardized test scores, are already routinely kept. By contrast, small town character and the quality of education in Andover are not easily measured. Fortunately, precise measures are often unnecessary. Indicators need only alert us to changing conditions that warrant further investigation and potential response. In many instances, it is only important to know whether values have gone up or down.

Once chosen, indicators work best over the long term. So it is important to choose indicators with care. Here are some guidelines to guide the selection process.

1. Coverage of all components of the Vision is essential. At the same time, the number of indicators can be minimized by avoiding multiple measures that overlap or track the same phenomena.
2. Even simple indicators involve some expense. The challenge is to find indicators that deliver the most and best information.
3. Indicators must measure real progress toward the Vision not merely record what is being done.
4. Indicators must be truthful. This requires that they be objective and clearly defined. Citizens want to know how the measurement was made and that they can trust that the results are true. It is human nature to present one's best side. For that reason, indicators must be constructed to avoid special interests or built-in bias.
5. Indicators must be consistent in what is measured and in how often measurements are made. Some indicators — standardized scholastic test scores, for example — have an annual cycle. Others, like water usage, are more revealing if reported monthly. Without regular measurements, however, any sense of change is merely anecdotal and subject to interpretation.
6. Leading indicators, i.e. those that give an early warning of change, are the best for tracking the Vision. If educational quality slides, for example, we need to know before serious damage occurs.
7. The process for choosing indicators must respect the collective expertise and judgment of the citizens of Andover. Not everyone will fully understand every indicator. Nor will everyone reach the same conclusions about what indicators say. The simple goal of indicators is to put useful information in front of the community to promote an effective dialogue that leads to an appropriate response.

Suggested Indicators for the Vision

The Vision 21 Committee recognizes its limitations in the construction of indicators for the Vision. At the same time, indicators are a critical component of the Vision. In this section, the Committee revisits each of the commitments of the Vision, this time providing suggestions for indicators. It is expected that experts on Town staff or in the community will aid the process of distilling key indicators from this and other sources.

Quality Education

Accreditation, accomplished with the aid of competent professionals who are generally outside peers, is used to determine the quality of an educational program. All educational programs in public and some private schools seek accreditation at some level to determine their competence and to assure the public of this competence. Levels of accreditation occur at the local, regional, and national level. Andover High is accredited by the New England Association of Schools and Colleges. Accreditation is renewed in ten year cycles, most recently at AHS in 2002. Routine reviews occur during the interim, especially following "substantive change". Criteria for educational accreditation are generally grouped under four headings:

1. Curriculum (philosophy, scheduling, and evaluation)
2. Personnel (administrators, faculty, staff, students)
3. Facilities (structures, equipment, environment) and
4. Budget (adequate to support previous categories).

The core of any educational program begins with its educational philosophy, as articulated for the Town by the school committee and the superintendent of schools. Educational philosophies are supported by the development of curriculums with quantifiable goals and objectives for elementary, middle, and high school and by courses that are sequenced vertically and horizontally to assure continuity. Each course should have

a syllabus that contains quantifiable objectives, methods of presentation, necessary reading materials, a weekly schedule of topics to be covered, testing dates, and options for obtaining additional help.

Curriculums should be monitored and evaluated annually for currency, accuracy, and efficiency in achieving stated goals and objectives. Excellent faculty, staff, and support personnel are the most important instruments in successfully presenting materials in the curriculum.

Teachers must also be monitored and evaluated annually in an honest, open, and non-punitive process that supports personnel in achieving their goals of excellent teaching by staying current and positive in their approaches, that assists those teachers who need help, and that rewards those teachers who are doing an excellent job.

Areas such as budgets, libraries, facilities, equipment, and environmental factors need to be monitored and evaluated annually for success and efficiency in supporting the goals and objectives of the curriculum.

Suggested indicators include:

- Level and current status of accreditations
- Achievement of system/curriculum goals and objectives
- Correlation of achievement grades in English and Mathematics vs. SAT and MCAS scores
- Percentage of students taking SAT2 exams
- Type and number of teacher advanced degrees
- Percentage of teachers completing annual peer review
- Percentage of students honored as Merit Scholars
- Measurement of curriculum breadth
- Youth Risk Behavior Survey results
- Per pupil expenditure as defined by the Department of Education (with and without special education)
- Annual acceptance rate of AHS graduates to four year colleges and universities and to two year technical and vocational schools; graduation rates after six years.
- Average college freshmen (first year post graduates of AHS) grades in English, Math, and Science
- Cost and size of special education: cost of special education as percentage of overall budget, percentage of special education students retained in district, size in FTEs of special education staff
- Student and parent satisfaction level
- Percentage of Andover students attending private schools
- Value of residential real estate in Andover vs. communities on the Comparative Communities List⁹

Open Space and Recreation

Andover's land and surface waters are key assets that face increasing pressure from development, population growth and lifestyle. People enjoy the generous expanses of open land in Andover — large landscaped properties, the Philips Academy campus, expanses of wetlands, golf courses, playing fields associated with each of the schools in Town, the banks of the rivers, Harold Parker State Forest, and lands owned by the Trustees of Reservations and the AVIS land trust.

Yet much of the land we regard as open space has no legal protection from development¹⁰ and, in fact, recent federal rulings threaten the status of wetlands that are so essential to drinking water aquifers. Playing fields and golf courses are in great demand for active recreation. As open space, however, they do not provide wildlife habitat or drinking water protection; large tracts of forested land do. Forests are also valuable for human enjoyment and mental health, as well as for improving local air quality.

Suggested indicators include:

- Acreage of open space as percentage of total Town acreage
- Percentage of legally protected vs. unprotected open space
- Percentage of open space that is committed to active vs. passive use
- Percentage of protected land in large or contiguous tracts
- Active membership in organizations maintaining paths & trails
- Usage of paths and trails in Town
- Changes to Town species inventory, especially rare species of plants and animals
- Annual cost of maintaining playing fields, especially restoration due to overuse
- Acres of playing field per member of all Andover youth sports teams in total
- Acres of open space per capita

Vibrant Downtown

Andover's downtown offers access to goods and services, creates jobs, strengthens the tax base, sustains property values, as well as provides several popular venues for community-wide events and a secure and welcoming pedestrian environment where all members of the community can congregate.

Downtown competes with commercial and retail space in other parts of Town and throughout the region. Outlying areas generally have drive-up convenience; whereas, the central business district offers a more concentrated mix of establishments. Current zoning protects downtown by limiting the types of businesses that can be developed elsewhere in Andover. Meanwhile, planning groups work to encourage an attractive retail mix and pedestrian environment that is free of physical, cultural, and social barriers and that has broad appeal to the entire community.

With a vibrant downtown, trade-offs occur, such as increased traffic and insufficient parking. Demand for space leads to higher rents that are particularly difficult for local retailers. To survive, downtown businesses must respond to the demands of their customers. They can also pool their efforts to promote diversity in the downtown. In addition to efforts by the Town to attract businesses, a mixed-use environment can blend commercial and community events with a residential base that reflects the diversity of the community.

Andover has the ability to sustain its vibrant downtown with continued planning and adjustments. Indicators to monitor the vibrancy of Andover's downtown include:

- Change in use from first floor storefront retail or services to office or commercial on a percentage basis
- Location of gathering places
- Vacancy rate and rental rate changes of residential units near downtown
- Vacancy rate changes and lease rate per square foot changes in downtown
- Turnover and use of existing parking spaces downtown
- Number of renovations and new construction of mixed-use properties in downtown
- Housing units added to the downtown area

Small-Town Character

The factors that make up "small town character" can be drawn from many perspectives. The visible attractiveness of Andover starts with its historic downtown buildings and neighborhoods, progressing out to the less densely populated residential districts and open space. Logical arrangement of facilities and consistent scale are additional factors.

Other Andover attributes such as self-sufficiency of options and services, cross-community involvement in civic life, a separate identity from neighboring communities, a sense of recognition and community spirit in

public places, and concern of residents for one another contribute to small-town character. Many of these factors are difficult to define and measure.

The following indicators can help assess changes in small town character:

- Number and type of community activities including block parties, and percentage of residents participating
- Number of historic buildings vs. number restored vs. number lost
- Total population, percentage change
- Number of homes replaced by larger homes, as percentage of all homes
- Ratio of protected open to developed space
- Number of housing types and units: price range and function (condominium, starter homes, single family homes, multi-family homes, retirement, etc.)
- Average length of residency
- Percentage of residents who work in Town
- Percentage of population that resides full-time in Andover

Citizen Participation

Andover depends on its citizens to govern the Town at Town Meeting, to guide Town operations via elective offices and volunteer positions on public boards and committees, and to serve as volunteer assistants in Town schools and agencies. It is important that all citizens understand these obligations and have opportunities to respond through participation. Equally important is public attendance and participation in community events.

Indicators of the degree of public participation include:

- Town Meeting attendance as percentage of eligible voters
- Percentage of new residents attending Town Meeting
- Contested elections for Town offices and voter turnout
- Number and impact of private articles in the Town Meeting Warrant
- Number of people registered with the Talent Bank, frequency of vacancies on appointed boards and the length of time it takes to fill them
- Public awareness of issues and events; access and exposure to vehicles providing information
- Attendance at community activities and events
- Number of committees and the number of people who serve on them
- Number of people serving on their first committee
- Average tenure of committee members
- Volunteer hours in schools and other public institutions

Historical Heritage

The preservation of “historical heritage” — whether the tangible objects, such as buildings, documents, and artifacts; or the intangible look and feel of the community — requires considerable effort by individuals, public and private institutions, and the local government, motivated by the desire and means for preservation and supported by the community through education. Among the Andover institutions directly involved with historical heritage are the Andover Historical Society, The Robert S. Peabody Museum, Memorial Hall Library, the Andover Town Clerk’s Office, and the Preservation Commission.

Measuring the success of these groups can be accomplished not just by counting the number of buildings, documents, and artifacts preserved, but also by looking at cooperative efforts between the groups and at public acceptance of those efforts.

Some additional indicators include:

- Annual count of historic structures lost
- Success of exhibits and programs as measured by attendance and length of exhibit
- Success of efforts to establish and maintain historic districts and zoning that supports preservation
- Participation in educational programs of local and regional museums by the public and private schools in Andover

Cultural Diversity

We are all enriched by our relationships with others throughout the community, particularly when they introduce new perspectives and ideas. Mechanisms that encourage intercultural contact and sharing offer meaningful experiences that facilitate these relationships.

In addition, Andover is a community rich in talent in visual and performing arts, in athletic prowess, and in energies applied to diverse activities. And finally, like most communities, Andover benefits immeasurably from its citizens of all ages, backgrounds, and interests. Providing opportunities to encourage and showcase these many facets of the community is a challenge with great potential to improve the quality of life in Andover.

Some easily observed indicators can demonstrate our Town's strength in this area:

- Number and type of religious and cultural institutions
- Ethnic and religious demographics
- Frequency of action/activities by single interest groups, both positive and negative
- Frequency, severity of and length of time to resolve negative actions or allegations

Financial Stability

National, statewide, and regional economic conditions play a significant role in short-term and long-term fiscal planning for a local government. There are, however, key indicators whose year-to-year trends will provide a picture of fiscal responsibility.

Indicators of financial stability include:

- Annual revenues
- Commercial and industrial vacancy rates
- Median residential value
- Stability of the credit rating assigned by an independent municipal credit rating agency
- Adherence to guidelines established by the Finance Committee and Board of Selectmen.
Specifically:
 1. Capital spending targets
 2. Maintenance budgets
 3. Fixed asset replacement schedules
 4. Free Cash and other reserve fund balances
 5. Ratio of depreciation to book value of fixed assets

In addition, these indicators should be compared to those of members of the Comparative Communities List on a regular basis, and ranking within the peer group established and reported.

Healthy and Safe Environment

These two elements refer to the desire to feel safe in our community, knowing that we are protected from crime and disasters as well as from unseen environmental hazards or unsafe construction.

Suggested indicators include:

- Crime rate
- Public drinking water quality index
- Cancer rates in Andover by type compared to nearby towns, state averages
- Juvenile and adult asthma rate
- Status of superfund sites and contaminated surface waters
- Number and severity of legal challenges and enforcement actions to Town and regulatory board¹¹ decisions
- Number of days of air quality in the “yellow” or “red” unhealthy zones

Management of Natural Resources

Andover's quality of life depends on clean water, clear air, and abundant green spaces in town. Though the condition of these resources may seem satisfactory at present, our affluent lifestyle and population growth compromise their adequacy in the future.

Fertile farmland was once abundant in Andover; most has been developed for other uses. Our air quality is threatened by increasing use of light trucks and SUV's that require more fuel and adhere to lower air quality standards. Public awareness and participation in recycling programs continue to increase, but there is much to be done in minimizing consumption of environmentally unfriendly products and reusing and recycling materials whenever possible.

We have plentiful drinking water, because current permits allow us to fill the Haggett's Pond reservoir using water from the Merrimack River and Fish Brook. Over time, however, competing demand from other municipal and industrial users will likely result in either a reduction in our allocated withdrawal or in requirements to provide additional water to other municipalities.

The status of Fish Brook as a drinking water source faces threats from road salt, pesticide use on adjacent properties, and underground fuel tanks. Protecting water resources is essential, as is conservation. Showing foresight and leadership in conserving water will require significant change from our current status as the town with the highest per capita water use in the region, but it is essential.

Suggested indicators include:

- Percentage of total waste stream recycled or reused
- Air quality indexes
- Exposure to health threatening agents, for example, the number of days of air quality at unacceptable levels, airborne lead and mercury leaving NESWC facility
- Public drinking water quality index
- Tons of hazardous waste generated by businesses and homes in Town
- Permitted releases to air and water in Andover by local business/industry

Town Services

From the narrowest perspective, our Town is the infrastructure within the Town's borders and the services provided by our hired managers and staff. Services must be flexible in their allocation of resources in response to changing community needs and priorities.

Measures of success include:

- Frequency and severity of service interruptions and length of time to restore service
- Response time for required and requested services and/or actions
- Level of citizen satisfaction with response and service
- Retention rates by public employee category
- Cost of unexpected repairs
- Ratio of cost to population served
- Number of awards received for excellence in innovation and service

Human Services

Human Services help to ensure long term stability in the community. Town programs and many other agencies and groups provide essential human services, especially for those who are least able to help themselves. They assist the community in understanding and assuming its responsibilities, marshal diverse resources, plan, and deliver services that are focused, effective, and efficient. The following are proposed indicators that might show our level of success in this area:

- Number of free or nominal cost citizen services, for example flu shots, cholesterol tests, and meals on wheels
- Number of people on waiting lists for health and human services and frequency of service denial
- Frequency of ADA enforcement actions and quality and speed of response
- Age demographics
- Number of seniors applying and qualifying for property tax and utility preferences
- Waiting time for access to Independent and Assisted Living options
- Number of applicants and waiting time for affordable and public housing units

Transportation

The primary form of transportation into, within, and from Andover is the automobile. Secondary to the automobile, in both availability and use, is public transit – mostly commuter rail. Andover's appeal is strengthened by the presence of this rail service, and its importance in the future may exceed that of the car.

The federal, state, and local roadway systems are not likely to see major expansion (other than lane additions, interchange upgrades, and intersection reconfiguration), so the most significant improvements in transportation will be from public transportation upgrades and usage. As Andover advocates for additions and improvements from outside agencies and for public transit routes within Town boundaries, an internal effort is necessary to encourage usage of public transit.

Indications of usage need to be established and monitored. The following are possible indicators:

- Ridership counts
- Ratio of parking spaces used to number of available spaces
- Transit times on major local roads during peak hours
- Pedestrian accident rate
- Traffic count in Ballardvale, Downtown, and Shawsheen centers

4. Making the Vision Work

This Vision serves as a foundation for making decisions that affect the Town. It will be immediately incorporated in the Master Plan update process, but it has long-term value only if we all learn to use it well. In summary, the Vision provides

1. A set of guiding commitments (in section 2) that reflect values that are widely shared in our community,
2. Suggested indicators (in section 3) for measuring and tracking how Andover changes relative to our commitments as a result of our decisions, and
3. A framework for decision-making (in Appendix A) that elevates the importance of our shared commitments.

This is only the beginning. Making the Vision work requires that we must all rise to the challenge.

Challenge to our Town Governing Boards and Staff

Make the Vision public policy.

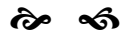
- Use the Vision. Use it to provide context for all decisions, to set long-term goals and programs that match community values, and to judge where resources are needed.
- Choose and see to the implementation of indicators that cover essential portions of the Vision. Consider assigning a follow-up committee to this task. Suggestions and guidelines for indicators are provided in Section 3. Measurement is essential to realizing the Vision.
- Assign responsibility for collection and routine publication of indicators in a manner that makes the information readily available to all citizens of the Town.
- Make the Vision available throughout the community. Add a presentation at the Town website. Include a condensed version with Town Meeting materials. For example, include a synopsis on the inside cover of the Finance Committee Report. This will help to provide additional context for many decisions.
- Improve the Vision as opportunities and needs arise. The Vision 21 Committee has used a variety of methods to obtain a representative sample of community input. Values represented here are a composite drawn from those sources. Yet there are many who for various reasons have not participated. In the future, it may be necessary to apply more rigorous (and costly) methods, especially in focused areas where consensus is less apparent.
- Revisit the Vision every five years to mark progress, to reaffirm or adjust its convictions and expectations, and to focus once more on the path going forward.

Challenge to our Fellow Citizens

Use the Vision. Understand how your views and interests correspond or contrast with others in the community. As citizens, we must all consider how our own decisions, both civic and personal, affect the Town. As in natural ecosystems, all of our actions interconnect. To inform these decisions, we must insist that our elected officials, Town staff, and volunteer boards and committees provide us with consistent, honest, and informative data that helps us to monitor those qualities of Andover that we value.

As Andover evolves, we must increase efforts to forge connections throughout the community — connections that help us to know one another, to exchange interests and concerns, and to continue to manage ourselves by those values that we share. Ultimately, our Vision depends on our shared resolve, not only on public actions and votes at Town Meeting, but on individual choices and personal lifestyle.

Together, we can harness the forces of change and the creative potential of our citizens to make Andover an even better place to live than it is today.



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- ¹ See Appendix D for results of a survey that the Vision 21 Committee conducted at Town Meeting 2003. A similar question submitted by the Vision 21 Committee to the recent 2004 Andover Citizen's Survey commissioned by the Board of Selectmen produced the same very high ratings in the various quality of life and safety questions.
- ² Visionary planning includes building a state-of-the-art water treatment facility, securing strategic permits for water from the state, and tightly controlling property development in the watershed. The Volunteer Industrial Commission of the late 1950's and 1960's was instrumental in this effort and in promoting the "visionary zoning" noted earlier in this list.
- ³ The Cecil Group is a multidisciplinary urban planning and design firm located in Boston. Led by Steven Cecil AIA ASLA, the firm works with public and private clients on projects at a variety of scales, both nationally and internationally, with an emphasis on planning and design within the cities and towns of New England.
- ⁴ See Appendix B for a list of the different methods and inputs used by the Vision 21 Committee to identify community values.
- ⁵ Starter homes, homes with wheelchair access, in-law apartments, condominiums, and retirement housing serve a variety of functions.
- ⁶ For example, the choice of road chemical has implications that extend beyond the task of snow control. Different choices vary in their impact on public health, damaging effects to aquifers, and corrosion to equipment and vehicles that maintain or use the roads. Each of these has a cost that must be considered.
- ⁷ [0]Andover draws much of its water from the Merrimack River, a shared resource. We have a moral responsibility to consider the environmental consequences of our individual and municipal actions, for example, vehicle mileage, water and energy use, landscaping and agricultural practices.
- ⁸ Community assistance to agriculture can take many forms but given high land values most suburban programs involve some degree of public or private subsidy. An example is when citizens pay in advance for produce grown locally on arable public or private open space under provision of tax concessions, low rentals, or outright long term farming rights.
- ⁹ The Comparative Communities List is a carefully selected group of 16 Massachusetts communities that are statistically comparable to Andover across a broad spectrum. The Board of Selectmen and the School Committee adopted the list in September 2003 to serve as Andover's official community reference group for making statistical comparisons and benchmarks, including resource input/performance output measurement.
- ¹⁰ The *2001 Andover Open Space and Recreation Plan* indicates that protected open space represents 22.4%, or about 4,589 of Andover's 20,480 acre total. An additional 2,080 acres of unprotected open space raises the percentage of open space to 32.6%.
- ¹¹ Regulatory boards include the Planning Board, Conservation Commission, Zoning Board of Appeals, and the Board of Health.

Appendix A: A Framework for Making Decisions that Support the Town

We all make decisions that affect Andover. We vote on the Town budget and various projects at Town Meeting. We elect Town officials. The officials and Town staff, in turn, make many decisions on our behalf. We also make small decisions that have a collective impact on Andover. We use schools and other Town services. We build and enlarge houses. We play on Town fields. We choose lawn chemicals and automobiles. We commute regularly through certain neighborhoods. We use water, and we walk our pets...

The point is simply that we make choices that matter not only to ourselves but to the greater community. If we are to collectively manage how Andover changes over time, then we must all think broadly about these decisions — even the small ones.

The method proposed here is not elaborate. It assumes that good decisions are built on accurate and adequate information, and therefore as we prepare for a choice or an action, we should do the following:

- Understand the proposal. Read it carefully and critically. Look for oversights. Ask questions about unspecified details.
- Review the Andover Vision. Determine whether the action is consistent with our shared values.
- Review the status quo. Look at indicators and their trends.
- Consider the impact on the community at large. Obtain answers to the following questions:
 - What are the benefits of this action now and over the next twenty years? What are the actual costs over the same timeframe?
 - What are the alternatives to this action?
 - Are the effects of this action reversible?
 - Does everyone share the benefits and costs? If not, who gains and who loses? Does this imbalance change over time?
 - Why take this action now? Will the current circumstances that support the action change over time?
 - Is the magnitude and scope of the action appropriate? Will it either fall short or exceed the need?
 - Will this action have negative implications for other values and goals?

Appendix B: Vision Development Timeline

This Appendix provides a timeline that shows selected activities of the Vision 21 Committee during the development of the Vision. Though the list focuses on input sources, it also shows some of the key events that helped to steer the work of the Committee. Initials indicate various Committee members; LS is Lisa Schwarz, Senior Town Planner, who worked closely with the Committee. Not all sources are mentioned here; many short articles and newspaper clippings were shared by Lisa and members of the Committee.

12/01	Committee appointments announced by the Town Manager.
1/02	Presentations to the Committee by the Town Manager, Clerk, and Attorney; John Hess letter of agenda to the Committee; Group exercise in brainstorming Vision elements and priorities; Background readings: Andover 400 Report, Vision Statements for Belmont, Winchester, Lexington, Melrose, North Andover, and Provincetown
2/02	Group exercise in analyzing tensions; Andover Build-Out Projections – Community Data Profile
4/02	Main Street improvements – presentation by Cliff Markell; Reference document shelf created (AF) at Memorial Hall Library, including Andover Revised Master Plan—3/1992, Andover Open Space and Recreation Plan—2001, Andover Build-Out Projections and Scenarios
5/02	Review of EO 418 planning process – sample documents from several communities, particularly Middleton; Contact with representatives of Lexington and Arlington Vision Committees (AJ)
6/02	Conversation with Mark Racicot, Metropolitan Area Planning Commission (MAPC), regarding EO418 process (AJ); Adopted Vision 21 Mission Statement; Visits to Rockport EO 418 input meeting (MB and BE) and Ipswich to meet with vision committee representatives (MB, LS, AF)
7/02	Meetings with Department of Housing and Community Development and Merrimac Valley Planning Commission, regarding vision process (LS)
9/02	Progress presentation to Strategic Planning Task Force (BE)
10/02	Final report of the Town Government Review Committee; Recommendation to the Planning Department to engage the Cecil Group, Inc. as consultant for the EO418 visioning process; Discussed Town “hot buttons”

11/02	Progress presentation to Board of Selectmen (BE and AJ); Initial list of input streams (MB and AF)
12/02	First public input meeting
1/03	Second and third public input meetings; Memo from Karen Herman, Chair, Preservation Commission, regarding Vision 21 and Historic Preservation; Fred Stott letter regarding essential Vision elements
2/03	Meeting with Maureen Hart and Sue Dennett who were involved with the North Andover Community Development Master Plan process, particularly regarding input streams (MB, CT, LS)
3/03	Meetings with Rotary Club (JR and MB); ABC (JD); handicapped residents (JD); seniors at Senior Center (LS and MB); representatives of cultural groups (MB and BE); Discussion with Matt Russell, Memorial Hall Library Trustee, regarding Library on Andover Forum project
4/03	Meeting with Andover Chamber of Commerce (BE and RH); Town Meeting Survey (See Appendix D of this Report)
5/03	Group exercise – individual vision statements; Meeting with League of Women Voters Board (MB); Meeting with Town department heads and staff (AJ and LS): Jim Hashem – Police, Jim Lynch – Fire, Stephen Colyer – Planning, Jack Petkus – DPW, Jim Greer – Conservation, Tony Torrisi – Finance, Jim Sutton – Library, Candace Hall – Personnel, Steve Bucuzzo – Assistant Town Manager, Randy Pickersgill – Plant and Facilities, Randy Hanson – Town Clerk, Mary Donahue – DCS, Buzz Stapczynski – Town Manager
6/03	Meetings with the Service Club (JR and AJ); Kiwanis Club (JR); Began construction of values list
7/03	Attended Economic Development Review Committee (JR); Revisited tensions
8/03	Roundtable Discussion with Sponsors – Joanne Marden, Paul Salafia, Ray Hender, John Hess, Claudia Bach, Tina Girdwood, and Buzz Stapczynski
9/03	Comparative Communities List presented by Ray Hender; MassINC presentation “Pursuing Our Purpose: Quality of Life and Economic Development”, Framingham (MF); Reviewed mission statements from Andover committees and boards; Zoning Primer presentation by Lisa Schwarz; Quality Matters 2001 – Review of Public Schools in Wake County NC report submitted by Claudia Bach

10/03	Sustainability and Indicators – presentation by Maureen Hart and Cynthia Barakatt; Discussed Mission and Values Statement developed by Board of Selectmen, Town Manager, and Department Heads – adopted by Selectmen 10/6/03; Attended Economic Development Workshop (JR and LS)
11/03	Attended “Shaping the Future of Essex County, Practical Solutions for Sustainable Growth” (seminar) (MF); Began writing Vision text and parallel investigation of indicators
12/03	Coalition Building and Inter-Community Development – presentation by Susan Jones Moses
1/04	Submitted a question to be included in the National Citizen Survey (NCS) in Andover; Meeting with Town-wide PTO regarding indicators
3/04	Viewed <i>Conducting Public Meetings</i> (video); Reviewed Draft of Executive Summary to Community Development Plan
4/04	Intensified review of indicators
5/04	Reviewed Results and Analysis of National Citizen Survey (NCS) in Andover
7/04	Presented Vision to Board of Selectmen

Appendix C: Summary of Vision Commitments

<p>As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant Town that we enjoy today. At the same time, we are mindful of our current stewardship and of the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future</p>	
Quality Education	<p>We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities.</p> <p>We will cultivate the public library as a resource for lifelong learning and enrichment and to facilitate the flow of information throughout the community.</p> <p>We will find ways to protect the quality of these institutions through fluctuating economic cycles.</p>
Open Space and Recreation	<p>We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.</p>
Vibrant Downtown	<p>We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.</p>
Small-Town Character	<p>Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.</p>
Citizen Participation	<p>We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.</p>
Historical Heritage	<p>We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.</p>
Cultural Diversity	<p>We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.</p>
Financial Stability	<p>We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means.</p> <p>In making financial decisions, we will include an understanding of long-term costs and</p>

	consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.
Healthy and Safe Environment	We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.
Management of Natural Resources	We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.
Town Services	We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.
Human Services	Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.
Transportation	We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

Appendix D: Results of the Town Meeting Survey

This Appendix shows results of a survey that was designed by the Vision 21 Committee with help from The Cecil Group. A copy of the survey form follows the discussion of results. It was distributed to attendees at Town Meeting 2003 and to a few smaller groups at other Town functions at that time. Results were generally similar from all sources. The tables below include all responses.

There were three groups of questions. In the first group, respondents rate Andover as Excellent, Good, Acceptable, Fair, or Poor for each of the listed items. Scores were generally favorable for all items. The strongest agreements are that Andover is a very good place to live and to raise children. Opinions are mixed and a bit negative about Andover as a place to retire.

Survey Item	1	2	3	4	5	Responses
Rate Andover as a place...	Exc	Good	Acc	Fair	Poor	
To live	128	75	7	2	0	212
To raise children	115	77	13	2	0	207
To educate children	82	93.5	30.5	3	2	211
To enjoy the arts	37	96.5	46.5	23	3	206
To work or run a business	38.5	71	41.5	14	0	165
For sports and recreation	44	96	41.5	19	1.5	202
To shop	12	71	70	40	16	209
To retire	18	46	45.5	46.5	37	193

In the second group, respondents take a position between two opposing views. Column 1 indicates agreement with the position at left; column 5 agrees with the position at right. Column 3 indicates a position halfway between. Item 8, for example, shows strong support for preserving undeveloped land; however, item 7 shows considerable disagreement about how open space should be used.

Survey Item	1	2	3	4	5	Responses
1. Minimize new commercial and industrial development to maintain the character of the town	54	54	33	55	11	Encourage new industrial and commercial development to expand the tax base 207
2. Limit new residential construction	74	80	37	16	3	Encourage new residential construction 210
3. The Town should actively promote a variety of housing options, including affordable housing	51	51	47	35	26	Allow the market to determine the housing mix in town 210
4. Create a smaller, more concentrated Downtown General Business District	24	44	92	36	13	Expand the Downtown General Business District 209

Vision for the Town of Andover

5. Preserve historic structures to the greatest extent possible	94.5	69	24	11	12.5	Allow property owners to decide how to use their historic properties	211
6. Do not spend public funds to obtain open space	10	18	30	69	84	Spend additional public funds to purchase open space.	211
7. Favor passive use and nature conservation on town-owned open space	39	40	58	44	30	Favor using town-owned open space for active recreation such as playing fields.	211
8. Preserve remaining undeveloped land	119	47	35	7	3	Encourage development of all buildable land.	211
9. Use public funds to build or expand public social/ recreational facilities.	26	59	71	34	18	Rely on the private sector to provide civic social/recreational facilities.	208
10. Use town funds to make further improvements to the Downtown area.	24.5	57	71	40	16.5	Rely on the private sector to make improvements in the Downtown area.	209
11. Reduce taxes even if services must be cut	27	26	85	57	13	Taxes should be increased to provide a greater range of services	208
12. Use Town funds to expand transit options (buses, parking lots)	19	46	63	45	31	Rely on private and regional groups to expand transit options.	204
13. Reduce public school programs and facilities.	13	15	59	56	61	Expand public school programs and facilities.	204
14. Create new design standards for commercial and industrial areas.	66	63	48	21	8	Allow owners and developers to decide which designs are appropriate.	206
15. Encourage retrofitting of existing buildings to improve handicap accessibility	44	62	48	22	33	Only provide handicap accessibility to the extent required by law	209
16. The Town should allow civic activities, e.g. parades, events and gatherings, but not fund them	22	43	70	59	13	Increase town funding of civic events that build a sense of community.	207

In the third group, respondents rank items from 1 to 5 to reflect their own long-term priorities for Town funding. Education is most often the first priority; other items differ.

Rank	1	2	3	4	5	
Public Safety	26	53	59	38	27	203
Education	112	38	24	17	13	204
Infrastructure (roads, buildings, sidewalks, water treatment, sewer)	36	49	72	42	7	206
Open space/recreation	21	52	32	82	17	204
Other (specify)	4	6	4	20	40	74

Vision 21: Setting Priorities for the Future

The Vision 21 Committee has been asked to describe what an ideal Andover would look like twenty years from now. We have been gathering input throughout the community and will be developing a working document to serve as a blueprint for master planning efforts and public decision-making. We may find that some goals compete for the same limited resources and that certain goals pull in opposing directions. Realistically, we will need to make choices. You can help us to focus on the tougher issues by completing this questionnaire.

Tell us about yourself...

How long have you lived in town?	
How long do you plan to stay?	
Where do you live (street or precinct)?	
Do you own or rent?	
How many school age children do you have?	

What is the one aspect of Andover that you most want to see preserved over the years?

What is the one aspect of Andover that you would most like to change for the future?

How do you rate Andover as a place...

	<i>Excellent</i>	<i>Good</i>	<i>Acceptable</i>	<i>Fair</i>	<i>Poor</i>
To live					
To raise children					
To educate children					
To enjoy the arts					
To work or run a business					
For sports and recreation					
To shop					
To retire					

Instructions

Please check the circle that corresponds most closely to how you feel about the two opposing statements on each topic. For example, the person below has indicated that the Town should take some action but not full action to limit new commercial development.

Limit new commercial development.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Encourage new commercial development.
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Survey

1. Minimize new commercial and industrial development to maintain the character of the town.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Encourage new industrial and commercial development to expand the tax base.
2. Limit new residential construction.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Encourage new residential construction.
3. The Town should actively promote a variety of housing options, including affordable housing.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Allow the market to determine the housing mix in town.
4. Create a smaller, more concentrated Downtown General Business District.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Expand the Downtown General Business District.
5. Preserve historic structures to the greatest extent possible.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Allow property owners to decide how to use their historic properties.
6. Do not spend public funds to obtain open space.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Spend additional public funds to purchase open space.
7. Favor passive use and nature conservation on town-owned open space.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Favor using town-owned open space for active recreation such as playing fields.
8. Preserve remaining undeveloped land	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Encourage development of all buildable land.

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9. Use public funds to build or expand public social/ recreational facilities.		Rely on the private sector to provide civic social/recreational facilities.
10. Use town funds to make further improvements to the Downtown area.		Rely on the private sector to make improvements in the Downtown area.
11. Reduce taxes even if services must be cut.		Taxes should be increased to provide a greater range of services.
12. Use Town funds to expand transit options (buses, parking lots)		Rely on private and regional groups to expand transit options.
13. Reduce public school programs and facilities.		Expand public school programs and facilities.
14. Create new design standards for commercial and industrial areas.		Allow owners and developers to decide which designs are appropriate.
15. Encourage retrofitting of existing buildings to improve handicap accessibility.		Only provide handicap accessibility to the extent required by law.
16. The Town should allow civic activities, e.g. parades, events and gatherings, but not fund them.		Increase town funding of civic events that build a sense of community.

Please rank the following items from 1 to 5 to reflect your long-term priorities for **Town funding**

Public Safety	
Education	
Infrastructure (roads, buildings, sidewalks, water treatment, sewer)	
Open space/recreation	
Other (specify)	

Please use the back of this sheet to share additional suggestions and ideas, and for information on how to get more involved in the Town visioning process.

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Thank you for completing this survey!
Your Suggestions and Ideas

Other Ways to Help the Vision 21 Committee

1. Tell us where to find individuals or groups with different perspectives.
2. Volunteer to review drafts of the Vision Statement as they become available later this year. Give us an e-mail address where we can reach you.
3. Host a meeting of your neighbors to talk about the future of Andover. Invite the Committee to send a representative to participate and take notes. (The Committee is small, but we will try to attend as many of these meetings as we can.)
4. Consider joining the Committee. We meet on Tuesday evenings, at three-week intervals. Call the Town Manager's office or look on-line for our meeting schedule.

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